

Transformational change through co-creation of a Target Operating Model

Cardiff University commissioned SUMS to partner with its internal teams in scoping, developing and implementing a new operating model for professional services. The challenges the University was facing included:

- > Financial and regulatory pressures on operations.
- > Balancing cost efficiency with service optimisation.
- > Effective implementation of major change.

Our approach

Our team began by conducting bespoke benchmarking, analysing metrics as diverse as spend on service areas per student through to comparative income derived. We combined this with a listening exercise across all academic schools and professional services to better understand the challenges and opportunities.

We have delivered workshops and events with stakeholders from the Executive Team through to front-line

staff. Through these, we have defined and agreed a new set of design principles and held target state development events. The outputs have already informed refocusing of professional services to enhance effectiveness and efficiency at a critical time for the University.

In parallel, our consultants are supporting the HR Leadership Team and the Strategic Planning Leadership Team in components such as organisation design and data-driven strategic planning.

The difference it made

This collaborative approach with SUMS has led to:

- > A deeper understanding of the University, its sector position, challenges and opportunities
- > Engaged staff, aware of the issues and actively involved in generating solutions
- > Bespoke benchmarking and insight into comparator institutions across the globe

- > Shaping and delivery of a fully comprehensive target operating model programme, including design principles and comprehensive stakeholder engagement
- > Facilitation of a TOM blueprinting exercise engaging functional leaders and the wider University community.



"I regard SUMS as a trusted and responsive partner that consistently and reliably delivers value to the institution.

We first engaged with them during 2020/21. The team ran sessions for our professional services leaders on approaches to organisation design in a federated environment, with particular emphasis on the development of target operating models and the benefits and risks attached. We then formally commissioned their support in developing such an operating model. The engagement to date has been wholly positive. The team is professional and responsive and has proved skilled in navigating a highly complex stakeholder environment."

CLAIRE SANDERS
CHIEF OPERATING OFFICER, CARDIFF UNIVERSITY

